

Environmental Quality Control Operational Plan



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*A special thank you to each and every member of the EQC staff
for giving this operational plan their input and support.*

Message From The Deputy Commissioner, R. Lewis Shaw, P.E.

The Agency Plan

The 2000-2005 Strategic Plan builds on DHEC's mission and values and sets the direction for the next five years by defining goals and outcomes to be achieved. The Strategic Plan also articulates the long-term vision for the future of South Carolina, "Healthy people living in healthy communities." The DHEC goals reflect our role as the state's public health and environmental protection agency in carrying out the core functions of public health and environmental quality. The 2000-2005 Strategic Plan was written with the broad participation of DHEC managers and staff, communities and the DHEC Board. **DHEC Strategic Goals for 2000-2005 are:** Increase Local Capacity to Promote and Protect Healthy Communities; Improve Health for All and Eliminate Health Disparities; Assure Children and Adolescents are Healthy; Increase the Quality and Years of Healthy Life for Seniors; Protect, Continually Improve and Restore the Environment; Protect and Enhance Coastal Resources and Ensure Proper Management and Access for the Benefit of Current and Future Generations; Improve Organizational Capacity and Quality; and Assist Communities in Planning for and Responsibly Managing Growth.



Strategic Planning for Environmental Quality Control

Linked specifically to several of the agency goals above, Environmental Quality Control went through a planning process that links directly to program work activities and to the creation and expenditure of the annual state appropriations. As such we have designed what is basically a 'business plan' for EQC. The main purpose of a business plan is to assure that labor and expenditures are utilized to their highest capacity and efficiency to accomplish the goals of the organization. A planning process oriented toward the active pursuit of real goals and measures in real terms is what we have created.

At the 1998 annual Directors' meeting, we discussed the necessity to completely re-tool the planning process and link it to the daily operations of the organization, the agency planning process, the budget, and major work plans for grant awards. In 1999, staff were charged to create a set of goals appropriate for the Deputy area to adopt in order to improve environmental quality in South Carolina. They were asked to develop measurable indicators from which we can gauge our progress towards achieving these goals. Each program will develop a detailed "Bureau Operational Plan" which will map manpower and budgets to specific outcomes within the indicators chosen.

For the past 18 months staff of EQC have developed our operational plan. All of our employees have had an opportunity for input and will continue to do so as this is a "working" document.

On behalf of the staff of Environmental Quality Control, we respectfully offer our 2001 "Environmental Quality Control Operational Plan." We are always open for comments and suggestions as this process evolves over time. Thank you.

The Office of Environmental Quality Control is undertaking a new strategic planning process. Modeled after the State of Florida's "Four Tiered" process and similar to that utilized by EPA's Region IV, the planning activity is intended to focus on setting achievable goals for environmental protection. Establishing a management system that sets high priorities on accountability and wise use of resources to achieve the goals is paramount to the success of this process.

Several terms will be used throughout the planning process. These are: **"Goals, Indicators, Outcomes, Outputs, and Inputs."** The following is a brief glossary of these terms and examples of how they are linked in the planning process.

Goals are the broad statements of purpose, such as "Clean Air," "Clean Water," "Protection of Valuable Land Resources," etc.

Indicators (*Tier One*) are, like Goals, broad statements that reach more specific values. For instance, there may (and will) be several environmental Indicators under each broad Goal. Indicators are about the real world. They are about the amenities that you expect: clean air when you step outside your front door; clean water in nearby streams, rivers, and bays; safe drinking water from your tap; plentiful fish and wildlife. These are the amenities that we protect. All of the various tasks that we do on a daily basis are aimed, ultimately, at providing this protection.

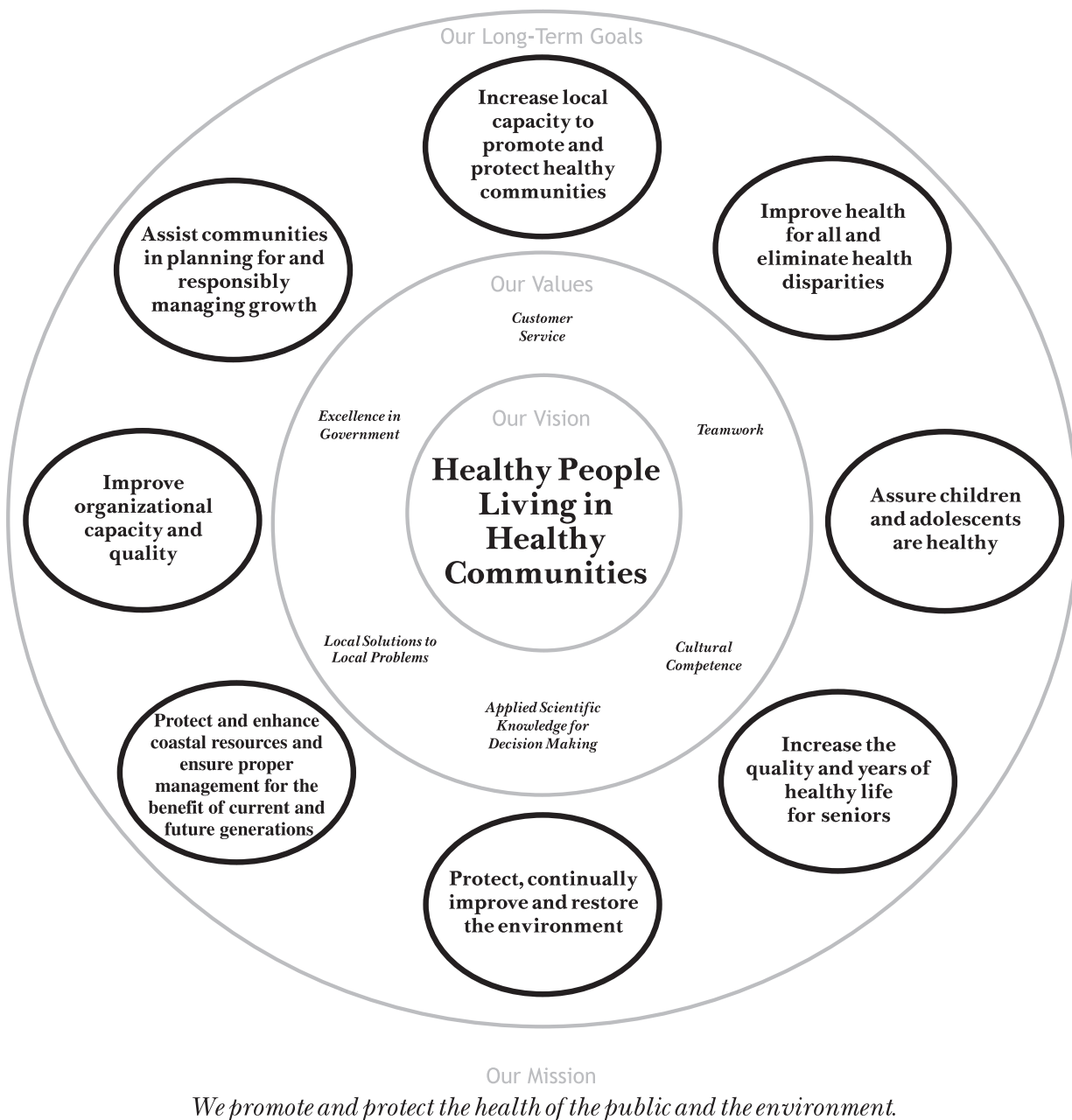
Outcomes (*Tier Two*) are measurable achievements intended to influence environmental Indicators (and Goals). These are benefits that occur because of actions of the Agency and for which management is to be held accountable.

Outputs (*Tier Three*) are about what we do. EQC staff come to work each day and do specific activities: process permit applications, conduct inspections, address enforcement cases, conduct research, assess resources, and perform monitoring activities. In doing these things, Outcomes are achieved. In permitting and inspecting a facility, the facility operators better understand compliance obligations. By remaining in compliance with laws and regulations, environmental quality is protected. Educational activity inspires greater regard for protecting our environment.

Inputs (*Tier Four*) are directly linked to the resources attached to the Outputs. Each Output costs dollars, staff time, rent, automobiles, boats, etc. This is the real meat of the process - how to manage the resources and Outputs in order to achieve the Outcomes that will affect the Indicators in their role to achieve the Goals of the Agency. Inputs will be shown on the individual Bureau plans.

Introduction

The 2000-2005 Strategic Plan sets a course for all DHEC staff, in partnership with others, to achieve healthy people living in healthy communities, and allows us to gather information that can be used to continuously improve our services and activities. The mission, vision, values and goals set forth in this Strategic Plan provide the direction and unifying focus for all parts of the agency as we work to improve the health and the environment of South Carolina. The agency has eight long-term goals. These goals are statements of long-term changes in health status and environmental quality we expect to achieve in the future, changes that will move us toward our vision of healthy people living in healthy communities. DHEC's mission, vision, values and eight long-term goals are presented below. They are presented in a circle to illustrate that they are equal in importance as well as interdependent.



Health and the environment are interminably intertwined to create the human condition. The effects of the environment on human health are obvious. Simply put, we consume our environment. Fishable and swimmable lakes and rivers, clean and clear air, uncontaminated groundwater and land, and healthy ecosystems are not just nice to look at; they are necessary for our survival. These precious natural resources are also the raw materials that allow for the future growth and prosperity of our state. Wise and sustainable management is an absolute necessity as South Carolina begins the next century.

Toxic air pollutants from cars, trucks, industries and other sources threaten the safety of the air we breathe. Our lakes, rivers and wetlands, and the wildlife they provide for, face increasing risks from polluted runoff and sediment. These risks are intensified by careless development within watersheds. Many South Carolinians take their drinking water directly from the ground. Poor well construction, negligent and sometimes criminal disposal of wastes can contaminate this vital resource and directly impact human health. Urban land uses are sprawling outward into farmland and wildlife habitat. The Department of Health and Environmental Control faces very real and serious health and environmental risks from the many pressures of population growth and economic expansion every day. Our core values and visions, enforced through the goals we set for ourselves in this plan, are set in the very real need to face these risks and to take immediate and necessary actions to sustain our state's environment and natural resources for future generations.

Subject to the Agency Strategic Plan, each Deputy Area in DHEC is charged to develop an "Operational Plan." More detailed and specific, the EQC Operational Plan sets its own goals for achieving environmental improvement in South Carolina. These Goals are: Protect the Environment, Public Health and Safety; Restore Impaired Natural Resources and Sustain Them for Beneficial Use; Continued Improvement of Environmental Quality; Reduce the Levels of Pollutants and Exposures to Contaminants; Plan Effectively for Growth; Expand Public Knowledge and Involvement in Environmental Issues; and Improve Organizational Capacity and Quality.

Specific Indicators are established to determine whether or not those Goals are being achieved. Each Indicator is comprised of measurable Outcomes and the staff Outputs that must happen in order to attain the desired Outcome. At the program level, Bureau plans will include manpower and budgetary Inputs, which will delineate how staff time and money are spent in order for each Output to occur.

The Operational Plan will allow the Deputy Management Team to allocate resources among the many programmatic areas to best apply labor and funding to the eventual realization of the strategic Goals outlined in this plan.



I.

Goal: Protect the Environment, Public Health and Safety



The South Carolina Department of Health and Environmental Control is dedicated to promoting and protecting the health of the public and the environment in the most effective and efficient manner. Because this Agency goal so closely reflects the close ties between public health and the health of the environment, we have chosen this as our first and foremost goal for the EQC Operational Plan.

A. Indicator:

There is sufficient data to assess and characterize environmental conditions.

One of DHEC's core values is *Use of Applied Scientific Knowledge for Decision Making*. In order to make good decisions based on sound science, we must have adequate, timely and accurate data. This indicator describes EQC's recognition of the importance of quality data to our mission.

1. Outcome:

Track the percentage of the state and/or specific area adequately represented by monitoring data.

- a. **Output:** Regularly review the ambient air monitoring network.
- b. **Output:** Collect samples from monitoring sites in accordance with EQC Standard Operating Procedures.
- c. **Output:** Maintain monitoring equipment.
- d. **Output:** Conduct water quality monitoring representing all major aquifers and surface waters of the State by 2005.
- e. **Output:** Implement the State's annual ambient water quality monitoring strategy that includes a probabilities-based sampling approach.
- f. **Output:** Prepare an updated 303 (d) impaired waters list.
- g. **Output:** Update the unified watershed assessment and priority list.
- h. **Output:** Prepare a biennial water quality report pursuant to Section 305 (b) of the Clean Water Act.
- i. **Output:** Make ambient monitoring data available to all interested parties in a readily accessible database.
- j. **Output:** Monitor and assess groundwater quantity and quality impacts, and potential threats related to heavy groundwater usage.
- k. **Output:** Monitor groundwater quality of permitted activities such as land applications, lagoons, and animal feeding operations.
- l. **Output:** Compile an annual listing of all known releases to groundwater.
- m. **Output:** Maintain a coastal groundwater monitoring network for water levels and salt-water intrusion.



- n. **Output:** Develop the capability to assess and characterize links between water quality and water-borne disease.
- o. **Output:** Develop the capability to assess and characterize differences between human and animal coliform bacteria.
- p. **Output:** Maintain a monitoring network around Savannah River Site (SRS) to detect radiological/non-radiological contaminants that may be released from SRS facilities and operations.
- q. **Output:** Analyze samples in accordance with Department Standard Operating Procedures and report data to the programs such that timely decisions may be made by its use.

2. Outcome:

Assess the scientific validity and legal defensibility of the environmental data.

- a. **Output:** Ensure that all significant monitoring data submitted is generated by a laboratory that has been certified by DHEC, where technically feasible.
- b. **Output:** Utilize the Environmental Facilities Information System (EFIS) to determine the certification status of all laboratories submitting data before decisions are made based on the data.
- c. **Output:** On an annual basis, audit at least 10 percent of all of the data submitted.
- d. **Output:** Review ambient monitoring data for quality assurance.
- e. **Output:** Provide adequate resources to the Department's laboratories to enable them to support existing and new monitoring activities in a timely manner.
- f. **Output:** Review emissions data for quality assurance.
- g. **Output:** Ensure quality assurance/quality control measures are implemented to identify invalid and/or fraudulent data.
- h. **Output:** Analyze and report timely data for all water, fish tissue, sediment, soils, and drinking water samples in accordance with EPA-approved methods and guidance documents for use by the Bureau of Water in decision-making processes.
- i. **Output:** Maintain a waste sampling capability to support criminal and civil investigations where necessary.
- j. **Output:** Maintain a state program for the certification of labs in accordance with EPA lab certification requirements.

B. Indicator:

South Carolinians live in areas where all environmental standards are met.

All of our citizens benefit from a safe environment. This means South Carolinians can drink clean water, breathe clean air, and not worry about environmental pollutants affecting their health or quality of life. Our pledge to citizens is that we will constantly work towards this goal by ensuring that all of our permittees remain in compliance with state and federal regulations.

1. Outcome:

Track the percentage of state and associated populations living in areas meeting State and Federal primary ambient air standards.

- a. **Output:** Review ambient monitoring analytical data.



2. Outcome:

Increase to at least 75 percent, the surface waters that are fishable/swimmable and to 75 percent the available coastal shellfish waters that are approved for harvesting by 2002. Increase to at least 80 percent, the surface waters that are fishable/swimmable and to 85 percent the available coastal shellfish waters that are approved for harvesting by 2005.

- a. **Output:** Continue implementation of a watershed approach.
- b. **Output:** Ensure permitted facilities and activities are in significant compliance with their permits and water quality certifications.
- c. **Output:** Publish and distribute updated watershed reports.
- d. **Output:** Implement the Nonpoint Source Management plan.
- e. **Output:** Protective and up-to-date permits are in place.
- f. **Output:** With a minimum backlog, process all permits and certifications to comply with applicable regulatory issues.
- g. **Output:** Authorize coverage for general permits where necessary.
- h. **Output:** Determine the number and percent of facilities that have a discharge requiring an individual permit: a) that are covered by a current individual National Pollutant Discharge Elimination System (NPDES) permit, b) that have expired individual permits, c) that have applied for but not been issued an individual permit, and d) that have individual permits under administrative or judicial appeal.
- i. **Output:** Prepare and implement a facilities compliance monitoring and inspection plan and conduct adequate monitoring and sufficient inspections of permitted facilities.
- j. **Output:** Inspect construction of water and wastewater facilities.

3. Outcome:

Protect groundwater resources by managing identified high-risk sources in high priority protection areas.

- a. **Output:** Assess the natural vulnerability of all major aquifers and areas for use in prioritization of groundwater protection and cleanup activities.
- b. **Output:** Prepare and implement a prioritization plan for groundwater clean-up activities.
- c. **Output:** Conduct vulnerability studies.

C. Indicator:

Ensure that all regulated activities and facilities meet applicable protective standards.

The purpose of permitting facilities and activities is to allow business and industry to operate in South Carolina while protecting the environment and the public's health. In order to meet this goal, we will make sure permits are issued correctly with adequate technical assistance to those we regulate and that there is opportunity for public involvement in the process.

1. Outcome:

Establish appropriate controls for regulated activities.



- a. **Output:** Ensure that all infectious, radioactive, and hazardous waste generators and transporters are registered or permitted.
- b. **Output:** Ensure that all hazardous waste management facilities, infectious waste handling and treatment facilities, solid waste facilities, radioactive waste disposal and processing facilities, radioactive material manufacturers, and mining sites are under appropriate controls.
- c. **Output:** Ensure that all oil and gas activities are performed in a manner that is protective of human health and the environment.
- d. **Output:** Ensure public involvement in pertinent permitting activities.

2. Outcome:
Ensure regulated activities are in significant compliance.

- a. **Output:** Inspect regulated activities at mining, solid waste, hazardous waste, infectious waste, and radioactive waste facilities.
- b. **Output:** Review facility reports (quarterly, annual, etc.).

3. Outcome:
Regulatory actions taken are efficient and effective.

- a. **Output:** Take timely and appropriate enforcement actions.
- b. **Output:** Review the state enforcement management system and revise as necessary.
- c. **Output:** Make enforcement actions and compliance data available to all interested parties.
- d. **Output:** Initiate an appropriate regulatory response for each enforcement referral received.
- e. **Output:** Ensure criminal summons and arrest warrants issued by law enforcement officers follow applicable policies.

4. Outcome:
Decrease releases from permitted underground storage tank facilities.

- a. **Output:** Achieve 70 percent operational compliance with leak detection requirements at the time of the inspection by June 20, 2001.



D. Indicator:

Respond to emergencies, disasters, complaints and spills.

It would be wonderful if there were no accidental spills or emergencies, no hurricanes or other natural disasters and everyone was happy with businesses and industry that were located near their neighborhood. Unfortunately, accidents happen and emergencies arise and citizens often become concerned about nearby industries and pollution. EQC promises to have well trained staff to respond appropriately and in a timely fashion to these concerns.

1. Outcome:

Respond to 100 percent of Emergency Response notifications.

- a. **Output:** Maintain a twenty-four hour telephone notification and response capability.
- b. **Output:** Provide technical assistance for response actions to hazardous waste incidents.

2. Outcome:

Maintain effective and efficient disaster preparedness and response capability.

- a. **Output:** Plan and exercise emergency response for chemical and/or radiological releases from fixed nuclear facilities, transportation accidents, and Weapons of Mass Destruction.
- b. **Output:** Prepare for and respond to wide scale environmental threats created by natural disasters such as floods, tornadoes, hurricanes, or earthquakes.
- c. **Output:** Monitor spent nuclear fuel shipments within the state.
- d. **Output:** Monitor radioactive material and waste received at unlicensed facilities (e.g. medical incinerators, landfills).

3. Outcome:

Detect potential radiological releases from Savannah River Site and provide early warning capability and support to emergency response personnel.

- a. **Output:** Maintain technical early warning system.
- b. **Output:** Respond in a timely manner to potential radiological releases.

4. Outcome:

Investigate 100 percent of all environmental complaints received.

- a. **Output:** Respond to all complainants within 48 hours of notification.
- b. **Output:** Investigate complaints.
- c. **Output:** Enter complaint information in computer tracking system.



5. Outcome:

Provide technical information for state, federal and local emergency responders.

- a. **Output:** Maintain hazardous materials database.
- b. **Output:** Provide assistance to federal, state and local governments as well as general public responders.
- c. **Output:** Provide technical assistance on air related contaminants.
- d. **Output:** Provide technical assistance for transportation incidents involving radioactive material and incidents involving fixed nuclear facilities.
- e. **Output:** Provide technical assistance for response actions to infectious waste incidents.

E. Indicator:

All regulations and standards are appropriate and protective.

Using the best available science, EQC will develop protective standards and produce regulations with the public's health in mind. There will be ample opportunity for public comment on all regulatory changes and additions. We will strive to have environmental regulations that assure protection first, while still allowing for common sense and flexibility.

1. Outcome:

Review periodically the effectiveness of standards and initiate revisions, if necessary.

- a. **Output:** Update state regulations and provide input into development of federal regulations as appropriate.
- b. **Output:** Ensure adequate solid waste regulatory framework through the legislative process.
- c. **Output:** Review and revise ambient water quality standards by 2002.
- d. **Output:** Comply with all requirements of the Endangered Species Act during review of the water quality standards.
- e. **Output:** Participate in EPA development of numeric criteria, including nutrient criteria.
- f. **Output:** Adopt and implement new standards when appropriate, including new federal requirements.
- g. **Output:** Develop and promulgate regulations for petroleum storage activities, which require Spill Prevention Countermeasure and Control Plans.
- h. **Output:** Review new federal regulations for incorporation into the State Implementation Plan.

F. Indicator:

There is safe drinking water for all sectors of the public.

All South Carolinians will be able to turn on the tap and get quality drinking water. Community Public Water Systems will report annually to their customers to build customer confidence. Those citizens using private wells for their drinking water will have their wells constructed properly. Citizens will be educated about protecting the sources of their drinking water.



1. Outcome:

Ensure that by 2002, community public water systems will have 99 percent significant compliance for bacteriological maximum contaminant levels (MCLs) and 100 percent significant compliance for chemical and radiological MCLs, and by 2005, 95 percent of the State's population served by community public water systems will receive water which meets all current drinking water standards.

- a. **Output:** Update and implement a monitoring plan for all public water systems to determine compliance with drinking water standards.
- b. **Output:** Participate in EPA oversight of the state drinking water program, including data verification audits.
- c. **Output:** Perform/review vulnerability assessments, use evaluations, or susceptibility studies to support waivers in source water assessments.
- d. **Output:** Produce an annual Public Water System Compliance Report.
- e. **Output:** Implement and periodically update a strategy for conducting routine sanitary surveys of all public water systems: a) surface water systems annually, b) community groundwater systems at least every three years, and c) all other systems at least every five years.
- f. **Output:** Implement the Drinking Water State Revolving Fund program.
- g. **Output:** Follow-up on all Maximum Contaminant Level (MCL) violations in a timely and appropriate manner, including any enforcement actions.
- h. **Output:** Respond to all violations of the State Primary Drinking Water Regulations and escalate to a formal or appropriate enforcement action in a timely manner, ensuring compliance in an expeditious manner.
- i. **Output:** Develop and implement a strategy to assist existing public water systems in acquiring and maintaining technical, managerial, and financial capacity (Capacity Development Strategy) and ensure that the new public water systems have the technical, managerial, and financial capacity to comply with the Safe Drinking Water Act.
- j. **Output:** Maintain a list of community and non-transient non-community water systems that have a history of significant non-compliance.
- k. **Output:** Issue and enforce operating permits for existing public water systems and issue operating permits for new systems prior to construction.
- l. **Output:** Review business plans required of systems receiving unsatisfactory sanitary surveys and establish compliance schedules in operating permits as appropriate.
- m. **Output:** Review business plans for proposed new systems to evaluate the feasibility of connecting the proposed project to an existing system and the technical, managerial, and financial capability of the proposed system.
- n. **Output:** Review the need for re-establishment of funding for fluoride addition programs.

2. Outcome:

Ensure that by 2005, 50 percent of the population served by community water systems will receive their water from systems with source water protection programs in place.

- a. **Output:** By May 6, 2003, complete source water assessments for all federally-defined public water systems.
- b. **Output:** By June 1, 2003, initiate contact with community water systems to design and implement a local, voluntary, source water protection program.



3. Outcome:

Ensure a safe supply of drinking water for citizens not on public supplies.

- a. **Output:** By 2005, inspect at least 4000 new individual residential wells and wells with identified problems, to assure compliance with health-based construction regulations.
- b. **Output:** Maintain tracking of Notice of Intents and general permit coverage, 1903 forms, and water quality sampling results.
- c. **Output:** Increase the public's understanding of proper well construction by outreach programs and initiatives.

4. Outcome:

Ensure that the Savannah River water supply source is adequately protected from radiological releases by nuclear facilities.

- a. **Output:** Maintain a monitoring network capable of detecting releases to the Savannah River.
- b. **Output:** Develop an early warning protocol for notifying downstream customers of releases to the Savannah River with adequate lead time to take appropriate actions to protect drinking water supplies.

G. Indicator:

There is no unacceptable exposure to potentially harmful environmental conditions.

South Carolinians will be able to safely live downstream from dams, swim at pools that are routinely inspected, eat shellfish that are free of pathogens, and receive timely, understandable notifications and advisories when necessary.

1. Outcome:

All programs ensure protection of health and safety.

- a. **Output:** Regulated dams are constructed and maintained in safe condition.
- b. **Output:** Review design and issue permits for new dams and for modifications, repairs, or removals of existing dams.
- c. **Output:** Conduct annual inspection of Class I dams and inspect Class II dams every three years.
- d. **Output:** Take timely and appropriate enforcement actions.
- e. **Output:** State navigable waters are not blocked.
- f. **Output:** Issue permits for construction in State navigable waters.
- g. **Output:** By 2005, increase the percentage of public swimming pools consistently operating in compliance with all state regulations to 97 percent.
- h. **Output:** Maintain a design and construction review and permitting program to help ensure that all new or modified public swimming pools are capable of compliance with existing regulations.
- i. **Output:** Conduct routine operation and safety inspections of all public pools.
- j. **Output:** Implement a permitting program for natural swimming areas and monitor water quality at these sites during the swimming season.



- k. **Output:** Take appropriate enforcement action for identified violations, including immediate closure and escalating to administrative actions for recurring violations.
- l. **Output:** Continuous improvement in the method and timing of notifications to the public when natural or man-made occurrences result in the contamination of drinking water, surface water, or groundwater.
- m. **Output:** Maintain emergency response, technical assistance, and analytical support capabilities.
- n. **Output:** Update Disaster Control Team plan annually and participate in annual exercises.
- o. **Output:** Issue timely boil water advisories when the operating conditions of a public water system are favorable for contamination and issue timely boil water notices when monitoring has confirmed that a public water system has become contaminated.
- p. **Output:** Issue timely notices to the public through direct communication or press releases when natural or man-made occurrences result in the contamination of surface or groundwaters.
- q. **Output:** Issue timely notices to the homeowner through direct communication when analysis of samples submitted by the homeowner indicates contamination of individual residential wells.
- r. **Output:** Conduct routine inspections of shellfish processing facilities.

H. Indicator: **Issue health advisories as appropriate.**

EQC will make the public aware of environmental health concerns through public notices that are timely, scientifically correct, easy to understand and available to a culturally diverse audience. At all times, we will provide assistance to the public to help them understand what our health notifications mean to their families.

1. Outcome:

Comprehensive information will be provided to the public on waterbodies containing contaminated fish.

- a. **Output:** Ensure fish or other organism consumption advisories are easily obtained and understood by a culturally diverse population.
- b. **Output:** Maintain the current level of fish tissue analyses and increase, by 2005, the number and types of fish analyzed.
- c. **Output:** Increase the river miles and lake acres that have been assessed for the need for fish consumption advisories and compilation of state-issued fish consumption advisory methodologies, as reported through the National Listing of Fish and Wildlife Advisories.

2. Outcome:

Ensure surface waters are safe for water-based recreation.

- a. **Output:** Protect human health from exposure to water-borne pathogens or toxins.
- b. **Output:** Implement an ocean beach monitoring and advisory program.
- c. **Output:** Maintain an integrated response plan for harmful algal blooms.
- d. **Output:** Provide advisories of releases to waters to protect public health.



3. Outcome:

Track the percentage of accurate ozone action day alerts issued.

- a. **Output:** Compare ambient monitoring data to the forecast.

4. Outcome:

Track the percentage of accurate air episode alerts issued.

- a. **Output:** Compare ambient monitoring data to the forecast.

5. Outcome:

Track continuous improvement in the method and timing of notifications to the public when natural or man-made occurrences result in the contamination of drinking water, surface water or groundwater.

- a. **Output:** Continuous improvement in the method and timing of notifications to the public when natural or man-made occurrences result in the contamination of drinking water, surface water or groundwater.

6. Outcome:

Shellfish waters and product are safe for consumption.

- a. **Output:** Implement a comprehensive ambient monitoring program for shellfish waters that provides adequate information for decision making.
- b. **Output:** Conduct monitoring, including random sampling strategy.
- c. **Output:** Develop and update annual growing area classifications.
- d. **Output:** Develop alternative indicator analyses as needed.
- e. **Output:** Patrol harvesting areas.
- f. **Output:** Ensure that shellfish processing and storage facilities are certified and maintained.
- g. **Output:** Maintain adequate law enforcement patrols of shellfish growing areas.
- h. **Output:** Provide law enforcement inspections of vehicles transporting shellfish interstate and within the state to determine compliance.



I. Indicator:

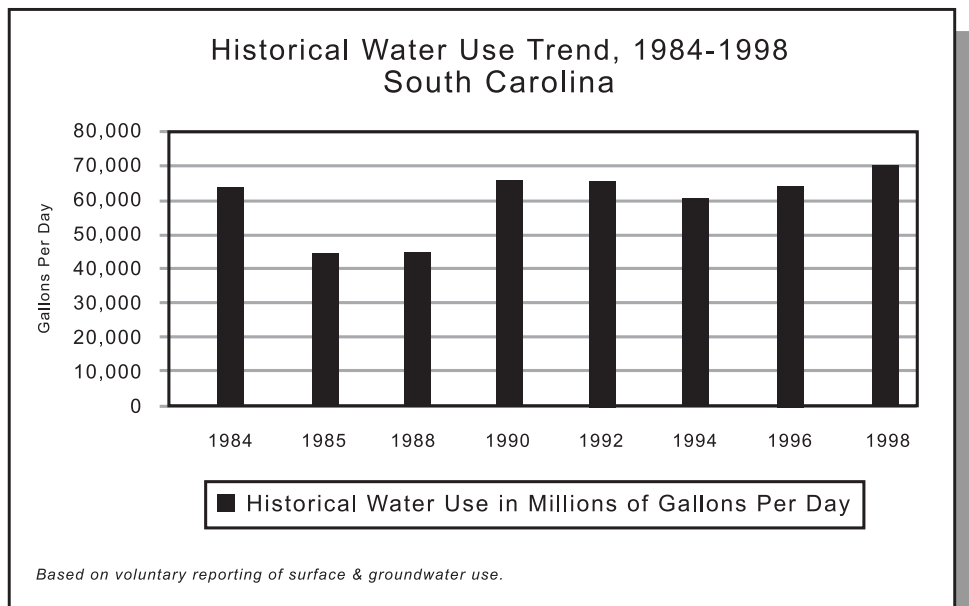
Adequate groundwater and surface water supplies are maintained.

As South Carolina grows, our water supplies must be protected. EQC will work with drinking water suppliers, citizens, business, and industry together to find ways to share, and especially to conserve, our water so that adequate supplies are always available.

1. Outcome:

Protect groundwater and surface water resources by properly managing water withdrawals.

- a. **Output:** Protective and up-to-date permits are in place.
- b. **Output:** Implement the Interbasin Transfer program for new water withdrawal proposals and existing registered facilities.





II.

Goal: Restore Impaired Natural Resources and Sustain Them for Beneficial Use



In addition to currently protecting the environment from any negative impacts, areas that have been affected by human activities in the past must be addressed. Many of these sites require extensive clean up to restore them to beneficial use. We will make sure that the public is informed when these sites are being remediated.

A. Indicator:

There is an increase in contaminated sites being cleaned up and restored for beneficial use.

Many previously contaminated sites are in good locations with infrastructure in place and are ideal for new, clean industries to locate. In this way South Carolina can enhance economic growth while using land in a more efficient way.

1. Outcome:

Facilitate the elimination of human exposure to toxins at 95 percent of high priority hazardous waste facilities and control of groundwater contamination at 70 percent of these facilities by 2005 using the 1997 baseline.

- a. **Output:** Achieve EPA's cumulative Environmental Indicator Control goals for both human exposures and contaminated groundwater migration at 1997 baseline facilities.

2. Outcome:

Facilitate the return of formerly used land or facilities to beneficial reuse.

- a. **Output:** Ensure nuclear facilities that are closing are properly decommissioned and that all radioactive material is removed within five years.
- b. **Output:** Increase the amount of previously mined land returned to beneficial reuse.

3. Outcome:

Increase the identification, prioritization, and assignment of potentially contaminated Superfund sites to a State or Federal remediation program.

- a. **Output:** Route sites to a State or Federal Superfund program that can most effectively address a particular site as well as promote early actions at sites to mitigate unacceptable risks.
- b. **Output:** Streamline the Superfund assessment/prioritization process to more rapidly process sites.

4. Outcome:

Reduce or eliminate the number of sites where there are unacceptable levels of exposure to contaminants.



- a. **Output:** Promote the transfer and beneficial reuse of remediated property at former hazardous waste management facilities.
 - b. **Output:** Initiate solid waste assessments and remedial actions.
 - c. **Output:** Increase incentives to promote reclamation of abandoned mine lands.
 - d. **Output:** Assess the top 10 percent of drycleaning facilities eligible for the Drycleaning Restoration Fund and reduce health risks via a publicly acceptable remedy by 2005.
 - e. **Output:** Finalize cleanup decisions for 50 percent of all contaminated sites at the Savannah River Site by 2007.
 - f. **Output:** Increase the number of Responsible Party Contracts and Consent Agreements executed and completed.
 - g. **Output:** Increase the number of response actions at sites for which there are no willing or viable Potentially Responsible Parties.
 - h. **Output:** Support EPA efforts in Federal Superfund response actions.
 - i. **Output:** Coordinate with property owners and local government to manage risks to public health and the environment at potentially contaminated sites undergoing redevelopment prior to full assessment and remediation.
 - j. **Output:** Appropriately respond to open dumping incidents.
5. **Outcome:**
Encourage responsible redevelopment by increasing efficiency and awareness of the Brownfields program.
- a. **Output:** Increase the number of Brownfields (non responsible party) contracts executed and completed.
6. **Outcome:**
Recover increasing percentages of funds used in cleanup of Superfund sites.
- a. **Output:** Increase the number of cost recovery actions and the percentage of costs recovered per site.
7. **Outcome:**
Increase the percentage of confirmed underground storage tank (UST) releases that are closed (i.e., cleanup complete).
- a. **Output:** Maintain site rehabilitation activities at a minimum of 25 percent of all open releases that are funded by the State Underground Petroleum Environmental Response Bank (SUPERB) Account, and maximize site rehabilitation activity for all open releases where cleanup is funded by another financial responsibility mechanism.
8. **Outcome:**
Remove and/or minimize underground storage tank issues that are impediments to returning UST fields to beneficial use.
- a. **Output:** Minimize the potential for ongoing releases from potential UST field sites and lay the groundwork for an expanded UST fields program.



B. Indicator:

Reduce direct and indirect loadings of pollutants to surface waters and groundwaters with the ultimate goal of zero discharge of pollutants.

EQC does not believe in the old saying, “dilution is the solution to pollution.” We cannot allow state waters to continue to be the recipient of wastes and nonpoint source water pollution that degrades these waters and cause violations to our state water quality standards. The solution is to find ways to better manage our wastes.

1. Outcome:

Have approved remediation plans in place for at least 50 percent of known releases to groundwater [non-Resource Conservation and Recovery Act (RCRA)/Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), or UST] by 2005.

- a. **Output:** Investigations are completed in a timely manner so that the extent and severity of contamination is adequately characterized.
- b. **Output:** Review contamination reports and visit sites as appropriate.
- c. **Output:** Releases that present an unacceptable risk to human health or the environment are actively remediated.
- d. **Output:** Review and approve remediation plans.

2. Outcome:

Watershed water quality management strategies are developed and implemented.

- a. **Output:** Develop and implement Total Maximum Daily Loads (TMDLs) for impaired waters according to a 15 year schedule.
- b. **Output:** Prepare an annual report of TMDL status and update of implementation strategy/plan.
- c. **Output:** Assess the effects of air deposition of nitrogen and toxic pollutants on water quality.
- d. **Output:** Develop and implement a plan to identify and correct unpermitted discharges in priority watersheds, including stormwater discharges.
- e. **Output:** Define nutrient reduction goals.

3. Outcome:

Releases from animal feeding operations will be reduced.

- a. **Output:** Issue permits for operations with up-to-date management plans to minimize entry of nutrients and bacteria into waters.
- b. **Output:** Monitor groundwater quality at these operations.
- c. **Output:** Ensure permits for facilities adjacent to surface waters have appropriate permit limits and are inspected to ensure compliance.
- d. **Output:** Staff issue permits and conduct inspections.



4. Outcome:

By 2005, control of stormwater runoff from cities and construction sites will be in place where required.

- a. **Output:** Appropriate actions are taken to control stormwater from cities and construction sites.
- b. **Output:** Determine the number of stormwater sources associated with industrial activity, number of construction sites over one acre, and number of designated stormwater sources (including Municipal Phase II) that are covered by a current individual or general NPDES permit.
- c. **Output:** Issue Municipal Separate Storm Sewer System (MS4) permits and track activities related to these permits.
- d. **Output:** Promote the use of the Clean Water State Revolving Fund (SRF) for polluted runoff elimination or prevention.
- e. **Output:** Inspect stormwater controls for compliance with stormwater permitting.

5. Outcome:

By 2005, nonpoint source sediment and nutrient loads to surface waters will be reduced by 20 percent from 1992 levels.

- a. **Output:** Control erosion and runoff from cropland to surface waters.

6. Outcome:

By 2005, reduce annual point source loadings from Publicly Owned Treatment Works and industrial sources by 30 percent from 1992 levels.

- a. **Output:** Inspect 80 percent of active, approved full pre-treatment programs annually.
- b. **Output:** Promote new strategies and technologies to reduce pollutants.
- c. **Output:** Work with Center for Waste Minimization to select appropriate facilities for reduction.

7. Outcome:

By 2002, antidegradation policies are fully implemented.

- a. **Output:** Conduct antidegradation review for point and nonpoint sources.

8. Outcome:

By 2010, have necessary enforceable authorities to control the discharge of pollutants from nonpoint sources in place.

- a. **Output:** Review, revise, and implement enforceable authorities described in Nonpoint Source (NPS) Management Plan, statutes, and regulations as necessary.



C. Indicator:

Develop and implement Watershed Restoration Action Strategies (WRAS) for impaired waters.

Waterbodies are found within watersheds. Often the contributing causes of impairment come from many different sources within the watershed. A full analysis of pollution sources within the watershed, and an action plan that encompasses the entire watershed, are needed to address these problems.

1. Outcome:

By 2005, develop protection and restoration plans for 25 percent of impaired watersheds and their aquatic ecosystems.

- a. **Output:** Identify the number and percent of impaired, assessed river miles, lake acres, and estuary square miles that are a) covered under WRAS, and b) were restored to their designated uses during the reporting period.
- b. **Output:** Implement watershed restoration strategies.
- c. **Output:** Track restoration through watershed assessment reports and 303 (d) lists.
- d. **Output:** Identify pollutant sources through reconnaissance and data analysis.
- e. **Output:** Fund implementation with Clean Water Act Section 319 grants.

D. Indicator:

Increase wetlands acreage.

Wetlands often occur in areas most desirable for growth and development. Sometimes destruction of a wetland is unavoidable. This indicator acknowledges that EQC will strive to find ways to first prevent, and then mitigate, any losses. We will also work towards a net gain of wetlands so that the important role wetlands play in flood control, water quality and nurturing of economically important seafood will not be lost.

1. Outcome:

By 2005, all unavoidable impacts resulting from the discharge of dredge and fill material into waters of the state will be offset through increased compensation.

- a. **Output:** Work in coordination with federal, state, and local agencies; the private sector; hunting and fishing organizations; and citizen groups to achieve the goal of a net increase of 100,000 acres nationwide.
- b. **Output:** Review water quality certification applications and include requirements for mitigation that result in an overall gain of wetlands acreage.
- c. **Output:** Develop and implement plans to protect and restore wetlands.



E. Indicator:

Reduce the impact of poor air quality on natural resources.

Not only does poor air quality aggravate chronic respiratory illnesses such as asthma and emphysema, it is also bad for the environment, often resulting in poor crop performance. Air quality problems will continue to be addressed as South Carolina grows. We will strive to meet all air quality standards and reduce the impact of poor air quality on the environment.

1. Outcome:

Track the percentage of the state meeting Federal secondary ambient air quality standards.

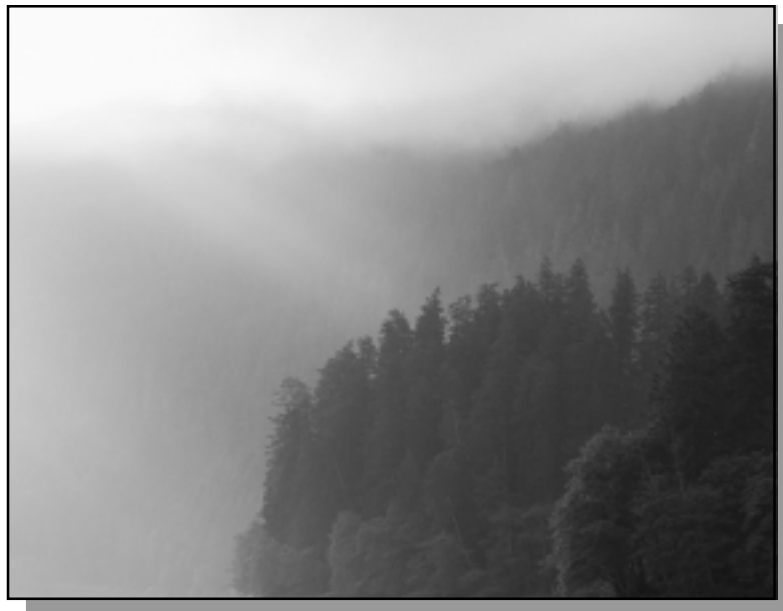
a. **Output:** Review ambient analytical monitoring data.

2. Outcome:

Reduce the impact of poor air quality on Class I areas.

a. **Output:** Participate in work groups studying regional haze and visibility.

b. **Output:** Issue permits that comply with Class I area requirements.





Goal: Continued Improvement of Environmental Quality



While DHEC's regulations are developed and implemented to protect public health and the environment, we recognize that the release of even a safe level of contamination is not the best we can do for the environment. Our goal is for businesses to operate with as little impact on the environment as possible and to voluntarily improve performance beyond regulatory compliance.

A. Indicator:

There is an improvement in environmental quality beyond current regulatory standards.

EQC uses current scientific information to set regulatory standards. While these standards are protective of public health, we will continue to encourage those we regulate to go even further to reduce impacts to public health and the environment. Our goal is for industries and businesses to operate so that all wastes are reused somewhere in the manufacturing process and nothing is released into the environment.

1. Outcome:

Reduce the concentration of criteria pollutants in the ambient air.

- a. **Output:** Gather background data so goals can be established.

2. Outcome:

Develop initiatives to encourage voluntary change.

- a. **Output:** Track individual program initiatives.

3. Outcome:

Continuously improve drinking water quality through implementation of an Area-Wide Optimization Program (AWOP).

- a. **Output:** Continue active participation in the EPA Region IV Multi-State Pilot Program (MSPP).
- b. **Output:** Attend quarterly MSPP meetings.
- c. **Output:** Attend MSPP joint Comprehensive Performance Evaluation (CPE) training events.
- d. **Output:** Maintain ongoing AWOP Status Component.
- e. **Output:** Enter turbidity data from Monthly Operator Report Forms each month.
- f. **Output:** Produce annual list that ranks all of the surface water systems based on the AWOP criteria to determine the high priority systems.
- g. **Output:** Perform regular CPEs on highest priority systems as determined through the Status Component ranking system.
- h. **Output:** Produce an annual report that tracks the performance of all surface water treatment plants.



- i. **Output:** Include AWOP performance criteria in all sanitary surveys performed on surface water treatment plants.
 - j. **Output:** By 2002, develop and implement an ongoing AWOP evaluation component.
 - k. **Output:** Support self-assessment implementation and training for medium priority systems that wish to optimize performance.
 - l. **Output:** Support Partnership for Safe Water activities.
4. **Outcome:**
Monitor trends in hazardous waste generation reported annually.
- a. **Output:** Increase hazardous waste generator awareness of the services of the Center for Waste Minimization and the Small Business Assistance Program.
 - b. **Output:** Develop and maintain reports of statewide hazardous waste activities.
5. **Outcome:**
Monitor trends of solid waste generation reported annually.
- a. **Output:** Increase solid waste generator awareness of the services of the Center for Waste Minimization and the Small Business Assistance Program.
6. **Outcome:**
Monitor trends in infectious waste generation reported annually.
- a. **Output:** Develop and maintain reports of statewide infectious waste activities.
7. **Outcome:**
Encourage the use of innovative technologies.
- a. **Output:** Track individual program initiatives.
8. **Outcome:**
By 2005, major Publicly Owned Treatment Works (POTWs) will be beneficially using 50 percent of their biosolids.
- a. **Output:** Identify the percentage of POTWs that are beneficially using their biosolids and the percent of biosolids generated that are beneficially used.
9. **Outcome:**
By 2005, see a 25 percent increase from 2000 in the use of land application by major NPDES permittees.
- a. **Output:** Develop a program to promote land application of treated wastewater.



10. Outcome:

Refer facilities to the Center for Waste Minimization as necessary.

- a. **Output:** Maintain inventory of referrals.





IV.

Goal: Reduce the Levels of Pollutants and Exposures to Contaminants



By instituting safety procedures, careful monitoring, timely inspections, technical assistance, and rapid response to spills, the release of pollutants to the environment can be reduced and even prevented.

A. Indicator:

There is a reduction in public exposure to contaminants.

By working closely with permittees, accidental releases to the environment can be minimized. Good safety procedures, adequate staff training, and careful inspections and monitoring encourage our industries to maximize pollution prevention.

1. Outcome:

Minimize accidental releases of pollutants to the environment.

- a. **Output:** Conduct inspections.
- b. **Output:** Respond to emergencies.

2. Outcome:

Maximize pollution prevention opportunities.

- a. **Output:** Participate in Pollution Prevention workgroups.
- b. **Output:** Provide Pollution Prevention assistance as requested.
- c. **Output:** Refer facilities to the Center for Waste Minimization as necessary.

3. Outcome:

Reduce toxics released to the environment.

- a. **Output:** Collect and maintain an annual inventory of Toxic Release Inventory emissions.
- b. **Output:** Establish a procedure for actively encouraging Toxic Release Inventory emission reductions.
- c. **Output:** Write and establish procedures for actively encouraging reductions of emissions/ discharges of toxic pollutants.
- d. **Output:** Write permits that require facilities to meet appropriate, protective emission/discharge limits.
- e. **Output:** Take enforcement action to ensure compliance with regulations and standards.
- f. **Output:** Inspect sources.



4. Outcome:

Reduce radon in the air in schools and private homes.

- a. **Output:** Distribute radon test kits for home and school testing.
- b. **Output:** Use test kits for analysis and provide results and interpretation of results to homeowners or school officials.
- c. **Output:** Distribute radon minimization literature to the public.
- d. **Output:** Provide assistance to contractors, realtors, lending institutions and the public on radon-resistant construction.
- e. **Output:** Promote the creation and implementation of radon-resistant legislation on the local county level where radon gas is the most prevalent.
- f. **Output:** Increase the awareness of radon gas health problems by attending fairs, association meetings, etc.

B. Indicator:

There is a reduction in the amount of waste generated.

South Carolina does a good recycling job, but we can do better. EQC will be enhancing our education programs as well as finding other ways to encourage recycling. We will also be promoting the marketing of recycled materials to help our municipalities profit from recycling while saving landfill space. Other outcomes include teaching homeowners how to recycle household hazardous materials and examining the possibility of a “pay as you throw” program for South Carolina.

1. Outcome:

Establish a 35 percent solid waste recycling rate statewide by the year 2005.

- a. **Output:** Provide market assistance to local governments and other entities in finding outlets for recyclable material.
- b. **Output:** Provide grant funding to local governments, schools, and colleges to enable initiation and maintenance of recycling programs.
- c. **Output:** Provide technical assistance to local governments and colleges to enable implementation of recycling programs.
- d. **Output:** Provide training programs to local governments, schools, colleges, state agencies, and the public on the importance and implementation of recycling programs.
- e. **Output:** Participate in and promote market development of recycled materials.
- f. **Output:** Develop, promote, and assist in the implementation of state agency recycling programs.

2. Outcome:

Attain a municipal solid waste generation rate of 3.5 pounds per person per day by 2005.

- a. **Output:** Provide grant funding to local governments, schools, and colleges to facilitate development and implementation of waste reduction programs.
- b. **Output:** Provide technical assistance to local governments and colleges to enable implementation of waste reduction programs.
- c. **Output:** Promote the implementation of pay-as-you-throw programs across the state.



3. Outcome:

Reduce the volume and activity of radioactive waste managed statewide.

- a. **Output:** Reduce the volume and activity of radioactive waste received at the Barnwell Low Level Radioactive Waste Disposal Facility.

4. Outcome:

Decrease the tonnage of household hazardous materials (HHM) that are being landfilled in South Carolina.

- a. **Output:** Promote the establishment of HHM collection programs by local governments throughout South Carolina.
- b. **Output:** Educate the public on the importance of reducing the amount of hazardous materials generated by a household.





V.

Goal: Plan Effectively for Growth



Recent studies show that South Carolina is growing rapidly. While we welcome economic prosperity, growth can often negatively impact the environment. Planning for growth involves more than EQC making plans and enforcing regulations. It requires a commitment to work with local communities to help them discover the best ways to grow and enjoy a good economy, while achieving a minimal impact to the environment and a high quality of life for their families. *Local Solutions to Local Problems* is one of DHEC's core values. It especially holds true for our work to promote responsible growth.

A. Indicator:

Coordinate with neighboring states and state and federal agencies to protect shared natural resources.

Air quality, water quality and land use planning are all issues that extend beyond local city or county lines. EQC will be working closely with many groups to coordinate and encourage a regional approach to managing sensible growth.

1. Outcome:

Promote continued involvement with joint planning and resource management programs.

- a. **Output:** Ensure programs are in place to protect shared natural resources.
- b. **Output:** Support shared monitoring data.
- c. **Output:** Ensure appropriate plans and federal agreements are in place.
- d. **Output:** Implement and revise as necessary an upgraded Nonpoint Source Program, which incorporates the nine key elements and meets the requirements to receive enhanced benefits status.
- e. **Output:** Update the State's Continuing Planning Process.
- f. **Output:** Update the State/EPA Wasteload Allocation Agreement.
- g. **Output:** Continue to provide input to the Corps of Engineers on proposed construction projects on the Savannah River.
- h. **Output:** Participate in discussions about shared water resources with bordering states.
- i. **Output:** Coordinate and provide input to federal and neighboring state agencies on Total Maximum Daily Loads (TMDLs), National Pollutant Discharge Elimination System (NPDES) and water quality and withdrawal issues.
- j. **Output:** Participate in efforts to address regional air quality issues.



B. Indicator:

Enhance DHEC quality planning mechanisms to address future regulatory changes/needs.

EQC will continually examine our practices to find better ways to do our jobs. We will also work to make all of our activities conducive to local comprehensive plans for growth, so that permitted activities not only follow state regulation, but also abide by local land use plans.

1. Outcome:

Increase involvement in and understanding of environmental quality issues and their impact on growth planning by local leaders.

- a. **Output:** Participate in local government workgroups.
- b. **Output:** Provide outreach to local government leaders.

2. Outcome:

Integrate local government growth initiatives into planning and permitting programs.

- a. **Output:** Recommend and support initiatives by local governments to implement land use planning that includes mining activities.
- b. **Output:** Ensure 100 percent of mining permit decisions meet local land-use plans.
- c. **Output:** By 2002, investigate designation of additional Councils of Government as water quality planning agencies.
- d. **Output:** Promote local government in water planning and allocation issues.
- e. **Output:** Negotiate MOAs that incorporate smart growth concepts into water quality plans with designated 208 water quality planning agencies and integrate local government growth management consistency determinations into wastewater permitting processes.
- f. **Output:** Work with local governments to develop and implement measures to protect riparian areas.
- g. **Output:** Promote local government involvement in air quality issues.

3. Outcome:

Ensure adequate long-term solid waste management capacity while minimizing the number of solid waste landfills.

- a. **Output:** Revise/update the Solid Waste Management Report and State Solid Waste Plan annually.
- b. **Output:** Provide regional need-based solid waste disposal capacity thus minimizing the number of facilities.

4. Outcome:

By 2005, develop a regional groundwater model for the coastal plain of South Carolina.

- a. **Output:** Identify new potential capacity use areas.



- b. **Output:** Develop a model to be used in management plans for counties in capacity use areas and in permitting decisions.
- c. **Output:** Review available data and/or have new studies conducted as necessary.
- d. **Output:** Allocate staff and resources to develop and use model.

C. Indicator:

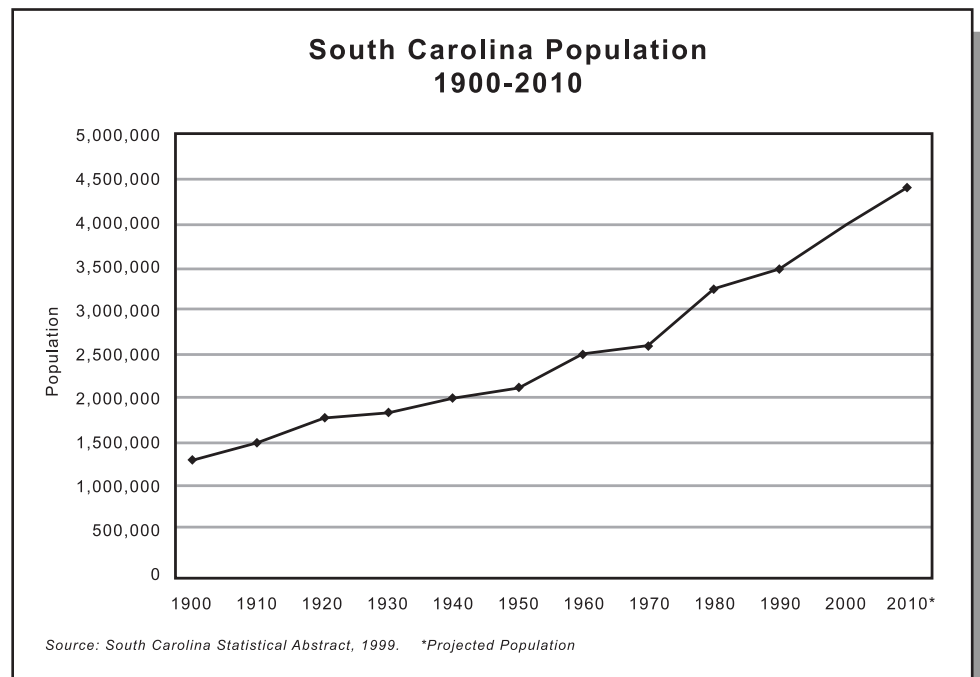
Establish quality planning mechanisms to empower local governments to address local issues.

EQC will work with communities to plan for water use, air quality, mining decisions and water quality planning. By sharing our resources, we can work more effectively and together plan for a responsible growth to occur in both our populated and rural areas of South Carolina.

1. Outcome:

Develop local groundwater management plans by 2005 for coastal counties within capacity use areas.

- a. **Output:** Capacity use permits are issued in accordance with local plans.
- b. **Output:** Encourage reuse/conservation in capacity use areas.





VI.

Goal: Expand Public Knowledge and Involvement in Environmental Issues



As we grow in South Carolina, some tough decisions about protecting the environment must be made. We all need to work together to make these decisions. One of EQCs most important goals is to make sure South Carolinians fully understand environmental issues and enthusiastically partner with us in making necessary choices.

A. Indicator:

The public understands environmental quality, its impact on public health, and the importance of being involved in environmental protection.

We currently have an excellent education and outreach program in EQC. We want to expand and enhance this program to reach more citizens, more teachers and students, and those South Carolinians for whom English is not the primary language. We want citizens to ask questions and make suggestions on environmental issues. While EQC must abide by state and federal regulations, we welcome comments and questions from the people those regulations affect.

1. Outcome:

Track the percentage of South Carolinians informed about local, state, regional, and national air quality and the importance of air resource protection.

a. **Output:** Obtain feedback from education and outreach efforts.

2. Outcome:

Establish new and enhance current partnerships and communication with other DHEC programs, advocacy and community groups, federal, state and local governments, the regulated community, and academic institutions.

a. **Output:** Expand the Clean Air Partnership.

b. **Output:** Identify other areas for establishing new partnerships and public participation.

c. **Output:** Create and participate in community-based projects in areas where multiple programs are involved.

d. **Output:** Foster open working relationships with communities, advocacy groups, faith communities, and businesses and industries for the promotion of healthy lifestyles and a cleaner environment.

e. **Output:** Allow the use of innovative ideas and technologies from the public to achieve the common goals.

f. **Output:** Provide information in an understandable and open format to foster trust and honest communication between all groups involved.



3. Outcome:

Increase awareness by the general public of their impact on environmental quality.

- a. **Output:** Provide education and outreach to the general public.
- b. **Output:** Provide education and outreach to schools.
- c. **Output:** Encourage the use of DHEC's curriculum supplement (Action for a Cleaner Tomorrow) and seek integration of lessons into state curricula where possible.

4. Outcome:

Increase awareness by business and industry of their impact on air quality.

- a. **Output:** Provide education and outreach to business and industry.

5. Outcome:

Provide education, outreach and technical assistance to those South Carolinians with limited English proficiency.

- a. **Output:** Target program areas for multilingual activities.

6. Outcome:

Develop public awareness of citizen contributions to water quality problems.

- a. **Output:** Enhance public outreach and education activities for message delivery and citizen action.
- b. **Output:** Increase utilization of multi-media to deliver outreach/advocacy messages to the largest segment of the population as possible (newsletters, TV, radio, community newspapers).
- c. **Output:** Provide training opportunities to other staff, agencies, and educational institutions to deliver citizen awareness messages.
- d. **Output:** Increase targeted audience participation and promotion of Bureau of Water advocacy outreach programs (Champions of the Environment, South Carolina Water Watch).
- e. **Output:** Make educational presentations on drinking water and/or water quality issues to school, civic, environmental organizations, elected officials, and others.
- f. **Output:** Promote water conservation and reuse, where appropriate, to preserve the resource and to reduce wastewater flows.

B. Indicator:

There is an increase in public awareness of wise and sustainable uses of our natural resources.

Many of the future gains in environmental protection can only be made by individual lifestyle changes – driving less, recycling more, conserving water and protecting special places. Our goals for the future of South Carolina require informed and active citizens as our partners.



1. Outcome:

Offer public participation in remedy selection for all sites and for all non-responsible party contracts by 2005.

- a. **Output:** Increase public awareness of and participation in removal and remedial decisions and non-responsible party contracts.

2. Outcome:

Increase the number and effectiveness of public awareness campaigns.

- a. **Output:** Develop and maintain the Recycle Guys public awareness campaign to reach all South Carolinians.
- b. **Output:** Integrate recycling education into the curriculum for children in grades K-12.
- c. **Output:** Develop and maintain the air quality public awareness campaign to reach targeted audiences.
- d. **Output:** Intergrate air quality lessons into the curriculum for children in grades K-12.

3. Outcome:

Increase information available to the public for understanding of the sources and safety of their drinking water and the quality of surface and groundwaters.

- a. **Output:** Notify the public of water related issues.
- b. **Output:** Publish newsletters with appropriate and useful content and frequency.
- c. **Output:** Maintain current and appropriate information on DHEC's Web pages.
- d. **Output:** Implement and ensure compliance with the consumer confidence regulation. Make Consumer Confidence Reports available to the public.
- e. **Output:** Provide water quality/water protection information to under-represented communities.
- f. **Output:** Respond promptly, courteously, and completely to all requests for information.
- g. **Output:** Increase interaction and coordination with partners on nonpoint source issues.
- h. **Output:** Increase membership of the Nonpoint Source Task Force and convene more regularly.
- i. **Output:** Participate in the Natural Resource Conservation Service's State Technical Committee for Farm Bill issues.



VII.

Goal: Improve Organizational Capacity and Quality



EQC recognizes the need to have a well educated, experienced, and culturally diverse staff that is trained in both environmental protection and good customer service. The following indicators reflect our commitment to hiring the best employees and retaining them with proper training, modern equipment, good internal and external communication, and input into the future direction of this agency.

A. Indicator:

Ensure the continuous development of a competent and diverse staff in sufficient numbers to successfully achieve the agency's goals.

When citizens have contact with our agency, it is most often with an individual person. We want our staff to be well educated and well trained, and for personal contact with the public to be informative and pleasant. We recognize the need to have a top quality staff even in the face of budget reductions. We want every staff member to feel himself or herself a valuable part of the agency mission and to have personal goals and the training to achieve those goals.

1. Outcome:

Decrease turnover and increase retention of a competent and diverse staff.

2. Outcome:

Maximize the use of State Compensation Plan options.

3. Outcome:

Develop career paths.

4. Outcome:

Improve workforce performance through training and the development of position competencies.

B. Indicator:

Provide reliable, valid, and timely information for internal and external technical decision-making.

EQC will work to assure that our staff has the latest technology and training to do their jobs. We will strive to improve our communications, both internally and externally, by bringing the Environmental Facilities Information System (EFIS) on line and assisting staff and customers in its use.

1. Outcome:

Continue development of the Environmental Facilities Information System.



C. Indicator:

Promote effective internal communication.

We will continue to encourage good communication between health and environmental staff, and central office and district staff so that our decisions about agency goals are collective. We will continue to offer quality in-house training to enhance staff knowledge about agency programs, services and resources.

1. Outcome:

Increase staff knowledge about agency programs, services and resources.

2. Outcome:

Ensure that staff have the tools and skills to communicate effectively.

- a. Output:** Increase the percentage of staff that have access to appropriate technology, both hardware and software, and the training to properly use it.

3. Outcome:

Promote environmental and health staff working together on cross-cutting public health and environmental issues.

- a. Output:** Increase the number of collaborative team efforts.

D. Indicator:

Maximize the flexibility that EQC programs have in managing their fiscal resources to support agency goals.

In times of tight state and federal budgets, we must strive to maximize the impact we have on environmental protection with the monies we have available to do the job. By carefully examining how we spend money and looking for ways to enhance our budget, we can maximize environmental and health protection.

1. Outcome:

Negotiate Performance Partnership Agreements with funding sources when appropriate.

2. Outcome:

Effectively and efficiently maximize fiscal resources to achieve agency goals.

3. Outcome:

Increase managers' skills, knowledge, and accountability of fiscal resources.

4. Outcome:

Ensure facilities are adequate to meet employee and customer needs.



E. Indicator:

Ensure that all EQC activities are consistent with the goals and values of the agency, and staff are aware of their role in achieving the goals of the agency.

We will encourage staff to understand their role in the agency strategic plan and EQC's operational plan. These are our collective goals for the future and every staff member has an important role.

1. Outcome:

Promote commitment to the team effort and a shared common vision.

2. Outcome:

Increase staff's ability to describe how their daily activities link to one or more of the agency's eight broad goals as well as the EQC Operational Plan goals.

3. Outcome:

Ensure that staff are clear about the direction of EQC and the agency, the need for moving in that direction, and the implications.

4. Outcome:

Incorporate the goals and values of the agency and EQC into the orientation, training, selection and recruitment processes.



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